

25 May 1982

MEMORANDUM FOR: Chairman, NIC

FROM : H. F. Hutchinson, Jr.  
Vice Chairman, NIC

SUBJECT : DCI Memorandum on Estimates of 20 May 1982

1. The DCI makes two explicit points in his memorandum:

a. Important subjects requiring continuous scrutiny over the years have not been addressed for 10-15 years.

b. The scope of estimative work and the pace is to be increased.

2. A more detailed review of subjects formerly covered on a regular basis, subjects no longer covered regularly, subjects formerly treated as "national" (community) subjects and now treated by a single agency, and leading to fresh judgments is under preparation by [redacted] That review will assist us in selecting topics to add to our 1982 and beyond schedule of estimates. The selection process should be composed of an internal review with the DDI and then consultations in the Intelligence Producers Council. The longer list of topics will add to the woes of an already burdened Directorate of Intelligence which is presently doing about one-half of all NIC drafting. The longer list of topics will focus attention of the DDI, DDCI, and the DCI on the NIC structure and distribution of work within it. We will be asked if we are appropriately structured to handle an increased workload and to prevent lapses in continuity of important estimates. In summary, the detailed review of topics will give us a new list of work but the important issues are:

a. how to cope with the increased workload,  
and

b. how to prevent future lapses

3. Some impressions that I have formed of the NIC over the past few months are shared by others in the building and may become points for discussion in the wake of the DCI memorandum.

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a. The Analytic Group is not as productive as it could and should be.

b. The NIO-at-Large concept is viewed with concern in DI and many believe the NIOs-at-Large meddle and generate work merely to keep themselves busy. I have received many complaints about [redacted] overlapping each other.

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c. Having more than one assistant NIO tends to generate work, involves the NIO and/or assistant(s) in details of estimates better left to the drafting organization, and uses scarce talent.

d. The estimates process in the NIC suffers from a lack of collegial review by the talented people assigned here or available as consultants.

e. There is some confusion among the regional NIOs about their role as "the principal DCI staff officer" for their region. The DCI and Executive Director have been cited in complaints as responsible for tasking randomly the NIO, the DI division chief, and the DO division chief. The ability of the NIO, the subject, and the DCI's confidence in the person are complicating variables, but the situation probably could be improved.

4. Improvements must be tailored to the Director's preferences, acceptance by DDCI, Executive Director, and DDI, and the human resources available. I suggest that we:

a. Revalidate the concept of the regional and functional NIOs.

-- Strategic Programs, General Purpose Forces, and add one for International Economics to meet DCI perceived need.

-- Europe (redefined in accordance with DI organization), USSR, NESAs, EA, Africa, Latin America.

b. Consider reestablishing NIO for Special Activities to handle such diverse tasks as nuclear proliferation, technology transfer, technical collection futures, priority collection projects.

c. Limit NIOs to one assistant. Exception could be NIO/SP but judgment should consider utility of piece-work management system utilized by NIO/SP.

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d. Encourage DCI to meet with these 8-9 NIOs on frequent basis. Such meetings would provide DCI useful insights into policy and intelligence communities. In addition, the group interaction of the NIOs and the DCI will assist in the development of a corporate identity.

e. Put a senior officer (Hal Ford is the logical candidate) in charge of the Analytic Group with the responsibility of developing the skills of the individuals, monitoring and managing the work of the AG, and assisting with the review of papers by NIC members and consultants.

f. Relocating the Senior Review Panel. We do not need their review activities. The Panel has actual and potential value to the DCI in excess of its value to the NIC and the estimates process. We need their space more than we need their review; therefore, I recommend they be moved to the IC Staff both for location and administrative control.

g. Limit the NIOs-at-Large to incumbents Lincoln Gordon and Hans Heymann. The concept offers flexibility by providing a holding pattern for NIO candidates and providing a position for unique talents.

h. Make greater use of consultants in our estimates process. NIC management can force this to occur. The use of consultants rather than NIOs-at-Large will provide a greater diversity of talent without the risk of having in-house work generators. Our estimates would gain credibility by having prestigious consultants associated with them.

5. In summary, we can meet the Director's concern for a new list of estimates by a combination of internal review with the DDI and some Community consultations with the Intelligence Producers Council. The Director's memorandum also provides us with a basis for:

- revalidating NIO duties
- strengthening Analytic Group
- gaining space for present T/O



H. F. Hutchinson, Jr.